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Stephen Day Cauley is Associate Director of Research for the Ziman Center at the UCLA Anderson Graduate School of Management where he teaches real estate investment. Dr. Cauley's research involves the application of recent advances in economics, finance and statistics to the valuation of publicly and privately held real estate. He was licensed as a real estate broker in New Mexico where he was a principal of a firm that formed and managed real estate limited partnerships. Dr. Cauley earned his Ph.D. in economics from UCLA.

Edmund D. Edelman is a former member of the Board of Supervisors, Los Angeles County, who represented the westside of the County. Earlier in his career of public service, Mr. Edelman was also a member of the Los Angeles City Council. As part of his service on the Board of Supervisors, he was a director of the Los Angeles County Metropolitan Transportation Authority. Currently, he is a professional mediator, fact-finder, and arbitrator and holds an L.L.B. from the UCLA School of Law.

Matthew C. Hipp, is a J.D. candidate at the UCLA School of Law. A former naval officer, he received his M.P.P. from UCLA, where his applied policy project, "Port Security: Recommendations to Improve Emergency Response Capabilities at the Port of Los Angeles and Port of Long Beach," was awarded highest honors. His current research focuses on port security governance structures.

Werner Z. Hirsch is Professor-Emeritus of Economics at UCLA. His main interests are in law and economics and in public finance. His most recent books are the third edition of *Law and Economics* (Academic Press, 1999) and *Governance in Higher Education* (Economica, 2001).

Joseph Hurd is a Senior Economist at the UCLA Anderson Forecast, responsible primarily for the quarterly California outlook estimates. Before joining the UCLA Anderson Forecast, Dr. Hurd was Director of Economics at Pacific Bell and the Pacific Telesis group, and before that he was Assistant Vice President of economics at Crocker National Bank. He holds a Ph.D. in economics from UC Berkeley and a BS (economics) from the University of Utah.

Seth K. Jacobson is an M.B.A. candidate at the Anderson School of Management at UCLA. He worked in the private sector before receiving his M.P.P. from UCLA, where his applied policy project, "Port Security: Recommendations to Improve Emergency Response Capabilities at the Port of Los Angeles and Port of Long Beach," was awarded highest honors. His current research focuses on developing plans for continuity of shipping operations.

Daniel J.B. Mitchell is Ho-su Wu Professor in the Anderson Graduate School of Management and the Department of Public Policy, School of Public Affairs, UCLA. He writes regularly on California fiscal issues, labor relations, and labor market topics. Professor Mitchell's book, *Pensions, Politics, and the Elderly* (M.E. Sharpe, 2000) deals with pensionite movements in California in the period of the 1920s, 1930s, and 1940s and their implication for the coming retirement of the baby boomers. He co-edits the journal *Industrial Relations* and serves on the editorial boards of other professional journals.

Paul Ong is Professor in the Department of Urban Planning with a joint appointment in the Department of Social Welfare, UCLA School of Public Affairs. He is also Director of the Ralph and Goldy Lewis Center for Regional Policy Studies. Professor Ong's research centers on race, ethnicity and environmentalism; socio-economic inequality; urban labor markets; immigrants in the urban economy; welfare and work; community development; geographic information systems and transportation planning.

William Parent is Associate Dean for Advancement and Director of the Policy Forum. Before coming to UCLA, Dr. Parent was at Harvard University's John F. Kennedy School of Government where he was Executive Director of the Innovations in American Government Program.

Jordan Rickles is a project manager at the Ralph and Goldy Lewis Center for Regional Policy Studies at UCLA. He currently is working on the Nurse Workforce Initiative evaluation study. Mr. Rickles is a former lecturer at California State University, Los Angeles, where he taught program evaluation and applied policy analysis in the public administration program. He earned his Master's in Public Policy at UCLA and a BS in Industrial and Labor Relations at Cornell University

Donald Shoup is a professor in the Department of Urban Planning, UCLA School of Public Affairs. His research is focused on public finance, transportation, and the land market. In particular, he has extensively studied the issue of parking as a key link between transportation and land use, with important consequences for the economy and the environment. Professor Shoup's research on employer-paid parking to the passage of California's parking cash-out law, and to changes in the Internal Revenue Code that encourage parking cash out. His forthcoming book on *The High Cost of Free Parking* will be published by the Planners' Press in 2005.

Joanne Spetz is Assistant Adjunct Professor, Community Health Systems, at UC San Francisco. Her research and publications center on nursing labor markets, hospital industry structure and finance, quality of patient care, maternal-child health, immigrant health, and cost-effectiveness analysis. She is currently working on an evaluation of the California Nurse Workforce Initiative, supply of RNs, structure of hospital markets, effect of unions on health care, and closures of hospital services.

Amy B. Zegart is Assistant Professor of Public Policy at the UCLA School of Public Affairs. She is a political scientist whose research focuses on organizational problems in national security agencies. Her book, *Flawed By Design: The Evolution of the CIA, JCS and NSC* (Stanford University Press, 1999), won the American Political Science Association's Leonard D. White Award for the best dissertation in public administration and has been adopted by several military and intelligence training programs as well as top-10 political science departments.